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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (1 Aug 68) FOR OT RD 682350

7 August 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, US  
Army Hawaii, Period Ending 30 April 1968

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.
3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lesson Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

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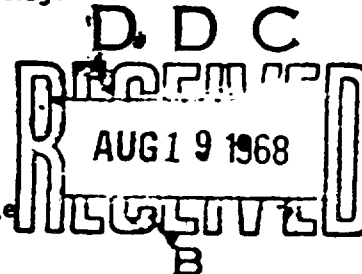
*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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AD 837702



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DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY, HAWAII  
APO SAN FRANCISCO 96557

HCIT-OT

1 JUL 1968

SUBJECT: Operational Report of United States Army, Hawaii,  
for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

THRU: Commander in Chief  
United States Army, Pacific  
ATTN: GPOP-OT  
APO 96558

TO: Assistant Chief of Staff for  
Force Development  
Department of the Army  
Washington, D. C. 20310

1. Section 1, Operations - Significant Activities:

a. 4th Battalion, 21st Infantry, 11th Infantry Brigade.

During the reporting period USARHAW equipped, trained, and deployed the 4th Battalion, 21st Infantry, 11th Infantry Brigade. The battalion deployed at REDCON 2 as a result of shortages in communication and electronic equipment. Training was oriented toward unconventional warfare and jungle operations. Airmobile training was not accomplished due to the non-availability of helicopters in the command. The unit participated in squad, platoon, company, and battalion ATT's. All ATT's were successfully completed.

b. USAR Reorganization.

(1) Reference: DA Ltr, AGAM-P(M) (16 Nov 67) ORC-OPT-OP, 24 Nov 67, Subj: Reserve Components Reorganization Execution Directive.

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(2) Under authority contained in ref 1b(1) above, U. S. Army Reserve Units in Hawaii were reorganized in accordance with plans contained therein. All units were reorganized as outlined in the plan, effective 15 Dec 67, except for three units which were inactivated as follows: 301st Army Band, 15 Jan 68; 155th Ordnance Company and Hawaii Training Center Infantry, 1 Apr 68. Except for the inactivation of the three aforementioned units, major changes were: Redesignation of the 807th Signal Company from Base Maintenance to Cable Construction and activation of an AG Company (Pers Svc). Total authorized Troop Unit strength was reduced by 39 spaces from 2,660 to 2,621.

c. Annual Service Practice (Nike-Hercules). The Hawaii Army National Guard participated in Annual Service Practice at McGregor Range, New Mexico. The evaluation was conducted in three phases:

(1) Phase I - Preparation Phase consisting of weekly checks and adjustments in both the fire control and launcher areas and missile assembly. During this phase the unit was rated on its ability to prepare the Nike system for combat.

(2) Phase II - Prefire Phase. During this portion of the evaluation the unit was tested in tactics and crew performance. This phase verifies the results of the Preparation Phase.

(3) Phase III - Firing Phase. This was the climax consisting of the actual engagement of electronic targets with two live missiles.

d. General Orders.

(1) The following USARHAW General Orders were published during the quarter:

(a) GO No. 3 - Pohakuloa Training Area further assigned to U. S. Army Garrison, Schofield Barracks, effective 15 Jan 68.

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SUBJECT: Operational Report of United States Army, Hawaii,  
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(b) GO No. 4 - United States Army, Hawaii, Officers' Open  
Mess assigned to ACofS, G1, USARHAW, effective 25 Jan 68.

(2) The following are USARPAC General Orders affecting  
USARHAW:

(a) USARPAC GO 9 - 5 Jan 68, activated and organized the  
556th Personnel Service Company (Type A), effective 10 Jan 68,  
and reassigned unit from USARPAC to 4th Brigade, 6th Infantry  
Division effective 11 Jan 68.

(b) USARPAC GO 13 - 8 Jan 68, USARPAC Inventory Control  
Point discontinued and USARPAC Material Management Agency  
organized effective 10 Jan 68.

(c) USARPAC GO 81 - 2 Feb 68, inactivated 171st MI Platoon  
and 319th MI Battalion, and reorganized MISD, USARPAC, effec-  
tive 15 Feb 68.

### e. Budget and Funding.

(1) FY 1969 Command Operating Budget (COB).

(a) The FY 1969 COB for Operation and Maintenance, Army  
(OMA), Family Housing Management Account (FHMA), and Reserve  
Personnel, Army (RPA) appropriations were submitted to HQ  
USARPAC on 29 Feb 68.

(b) The FY 1969 OMA COB reflected a total of \$48,529,000;  
\$44,157,000 in direct obligation authority (DOA); \$178,000 in  
funded reimbursements; and \$4,194,000 in automatic reimburse-  
ments.

(c) In comparison with the FY 1968 Annual Funding Program  
(AFP), the fund guidance for FY 1969 represented a decrease of  
\$3,283,000 in DOA due primarily to elimination of the following  
one-time FY 1968 costs associated with the deployment of the  
11th Infantry Brigade and activation of the 4th Brigade, 6th  
Infantry Division.

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Outloading Costs, 11th Inf Bde (BP 2000)	\$ 300,000
WABTOC Requirements, 11th Inf Bde (BP 2000)	1,000,000
Activation Requirements, 4th Bde, 6th Inf Div (BP 2000)	<u>1,923,000</u>
TOTAL	\$3,233,000

(d. The FY 1969 funded reimbursements program of \$178,000 reflects commissary area increase of \$28,000 over FY 1968 requirements. Automatic reimbursements of \$4,194,000 for FY 1969 reflect programming at the same level as FY 1968.

(e) The unfinanced requirements section of the FY 1969 OMA COB reflected the following:

<u>Priority</u>	<u>Description</u>	<u>Amount</u>
1	MAP/OMA Realignment - MACV	\$ 35,000
2	MAP/OMA Realignment-COMUSMAC Thailand	988,000
3	MAP/OMA Realignment-DEPCJUSMAG Thailand	1,088,000
4	Renovation of Ammunition	93,000
5	Calibration Services Under Navy Contract	36,000
6	In-House Calibration Support	25,000
7	Supplies and Equipment-USARHAW HQ	37,000
8	Support of Army Dependent Youth Activities	90,000
9	Reduction of Essential Maintenance Back- log	<u>1,829,000</u>
	TOTAL	\$4,221,000

(f) The FY 1969 FHMA COB reflected a total of \$3,760,000 representing an increase of \$174,000 over FY 1968 APP of \$3,586,000. This increase covers upward adjustments in labor and materiel costs (\$74,000) and for reduction of deferred maintenance backlog (\$100,000). The unfinanced requirements portion of the FY 1969 FHMA COB included the following:

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<u>Priority</u>	<u>Description</u>	<u>Amount</u>
1	Replacement of Movable Equipment	\$197,000
2	Reduction of Essential Maintenance Backlog	<u>463,000</u>
	TOTAL	\$660,000

(g) The FY 1969 RPA COB reflected the same dollar guidance as the FY 1968 AFP; \$600,000 in BP 3200 (Reserve Personnel); and \$114,000 in BP 3300 (Reserve Officer Candidates).

(2) FY 1969 Operation and Maintenance, Army (OMA). The following supplements to the FY 1969 OMA COB were forwarded to HQ USARPAC:

(a) The FY 1969 OMA COB Decrement List reflecting dollar totals, based on a 10% reduction by budget programs (BP), was submitted on 8 Mar 68.

(b) The FY 1969 OMA COB Maintenance and Operation of Real Property Supplement covering distribution of FY 1967 BPA 9030 costs to the corresponding AMS accounts reported in AR 37-100-69 by object class (i.e., military personnel, civilian personnel, contract and others), was submitted on 15 Mar 68.

(c) The FY 1969 OMA COB Service Charge Supplement covering distribution of Maintenance and Materiel (\$4,226,000) and Administrative Motor Services (\$1,264,000) charges to the benefiting customer accounts was forwarded on 15 Mar 68.

(3) FY 1968 Annual Funding Program (AFP). 3d Qtr, FY 68 OMA funding actions which resulted in a net increase of \$167,500 to a revised AFP of \$47,747,900 were as follows:

Oct 67 CA Pay Raise	+382,000
Increase in BP 2400 SEA Support	+ 5,000
Reduction in BP 2000 SEA Support	-219,000
Reduction in BP 2500 .012 and .015 Limitation Funds	<u>- 500</u>
Net Change	+167,500

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SUBJECT: Operational Report of United States Army, Hawaii,  
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## f. Operations.

(1) Lease Coverage - Kawaihoa and Kahuku Training Areas (H.R. 2d Qtr, FY 68). Kahuku Training Area lease with Campbell Estate (8005 acres - \$22,022 yearly) has been extended to 30 Jun 68. Request has been made for another one-year extension effective 1 Jul 68, pending execution of a ten-year lease. Pacific Ocean Division Engineer is still negotiating for a ten-year lease on Kawaihoa Training Area.

(2) Transfer of Kekaha M/R, Kauai to Navy. Transfer memorandum between the Secretary of the Army and Secretary of the Navy dated 2 Feb 68, made the transfer of Kekaha M/R (234.97 acres) effective 1 Jul 67. On the latter date, physical custody and responsibility for the installation was placed with Navy.

## g. Support.

### (1) Terminal Workload.

(a) Import tonnage handled by the U. S. Army Transportation Terminal, Honolulu, during the quarter amounted to 48,487 MTON. Of this total, 47,224 MTON came from CONUS, the remaining 1,263 MTON from other ports. The major breakdown was 17,344 MTON general cargo; 12,528 MTON POV (1,034 ea); and 6,266 MTON other.

(b) Export tonnage handled by the Terminal this quarter amounted to 35,859 MTON. Of this total, 19,390 MTON was general cargo; 10,154 MTON POV (874 ea); and 6,315 MTON other cargo. Seven hundred eighty-four (784) POV were shipped to CONUS and 90 POV to other destinations. In addition, the principal local commodities which were a part of the total export tonnage 35,859 MTON are: 4,996 MTON pineapples, 27 MTON flour and 672 MTON sugar. Inter-island Government Bill of Lading shipments total 1,254 MTON.

(c) Common Use Land Transportation (CULT).

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for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

(a) The CULT workload for this quarter was as follows: 51,711.3 STON of cargo; 63,433 passengers which generated a total of 633,319 ton miles and 911,074 passenger miles respectively. Commercial contractors hauled for the Government 764.52 STON of Army/Air Force Exchange cargo, 113 Matson containers, and 2,206,180 gallons of POL products during the quarter. The cost to the Government was \$1,108.55 for the PX cargo, \$1,469.00 for the Matson containers, and \$22,024.60 for POL products. A comparison of CULT operations, this quarter and the previous quarter follows:

<u>CULT (military operated)</u>	<u>2d Qtr, FY 68</u>	<u>3d Qtr, FY 68</u>
Short tons	50,680.0	51,711.3
Ton miles	650,747.0	633,319.0
Passengers	69,299.0	63,433.0
Passenger miles	1,000,084.0	911,074.0
<u>CULT (contract hauls)</u>	<u>2d Qtr, FY 68</u>	<u>3d Qtr, FY 68</u>
POL (gal)	2,276,600	2,206,180
PX cargo (STON)	4,910	2,800

(b) With the exception of total short tons hauled, a decrease in all areas was evident over the previous quarter. This situation is normal for 3d Quarter operating due to decrease in activities during the post-holiday period. If past experience will prevail, an increase can be expected during the 4th Quarter. Increase in tonnage is attributed to movement of high density cargo over relative short distances.

(3) Personnel Movements Division Workload. The Personnel Movements Division (PMD) completed the following during the

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period: passengers (PAX) processed surface, in and out, 328; PAX processed air, out 12,294; PAX processed special mission, in and out 385; household goods (HHG) shipments received, 431; HHG shipments picked up, 446; HHG shipments moved by local drayage, 259. A total of 1,373,703 pounds of special mission air cargo moved during the month of January. During this period, 2,695,407 pounds of air cargo moved by channel traffic. A total of 255 HHG (171 inbound and 84 outbound), shipments reweighed with an approximate savings to the Government of \$9,502.42.

(4) Remains processed by the U. S. Army Mortuary, Hawaii. Mortuary services were provided for the following deceased personnel during the 3d Qtr, FY 68:

	<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Marines</u>	<u>Other</u>	<u>Total</u>
Active Duty Military	21	15	6	6	0	48
Dependents and Civilians	<u>10</u>	<u>9</u>	<u>5</u>	<u>0</u>	<u>1</u>	<u>25</u>
TOTAL	31	24	11	6	1	73

## 2. Section 2, Lessons Learned: Commanders' Observations, Evaluations and Recommendations.

### a. Personnel.

(1) Observation. At the present time there is a critical shortage of personnel in MOS 13D20, 13A10, and 11C1N.

(2) Evaluation. These seriously hamper the effectiveness of 2d Bn, 21st Arty and 53d Inf Plat (DC) both of which are PREUSARNUCV units.

(3) Recommendation. That additional emphasis be placed on keeping PREUSARNUCV units up to strength.

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b. Operations. None.

c. Training.

Annual Service Practice - Air Defense Units.

(a) Observation. Prior to FY 68, the Annual Service Practice firings for the Nike-Hercules units located in Hawaii were conducted at a missile range established on Oahu and operated each year for a period of approximately two months. Units were evaluated by a USARHAW evaluation team organized from the same personnel responsible for training assistance and supervision throughout the year.

(b) Evaluation. Although prior fiscal year Annual Service Practices have been generally successful in their overall results, it became increasingly apparent that a change was warranted. The cost, both in dollars and personnel resources of establishing a missile range on Oahu solely for these firings, was extremely high. Safety implications became increasingly serious in view of the continuing expansion of construction and population in the vicinity of the range. From a training viewpoint, the use of the same personnel responsible for assisting and supervising the maintenance of a high state of operational readiness throughout the year as "black hat" evaluators during ASP, created an undesirable attitude between the personnel being tested and the evaluators. From an operational viewpoint, even though the evaluation team through continuing liaison with USARADCOM attempted to establish the same standards used for the Nike-Hercules units on the mainland, practical considerations introduced some doubt as to whether the standards used within USARHAW were higher or lower than those used throughout ARADCOM. In view of the above, JA approved a recommendation submitted by this headquarters to send the Nike-Hercules units from Hawaii to the range operated by ARADCOM starting in FY 68. The resulting uniformity in evaluation standards, the training advantages gained

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through the expertise of the ARADCOM evaluation team, the improved morale, and the better training relationships between USARHAW personnel and the Nike-Hercules units conclusively demonstrated that this change will continue to improve the operational readiness of Nike-Hercules units in Hawaii.

(c) Recommendation. That the Nike-Hercules units from Hawaii continue to be sent for Annual Service Practice to the missile range operated by USARADCOM in New Mexico.

d. Intelligence. None.

e. Logistics. None.

f. Organization. None.

g. Reports.

(1) Operational Reports - Lessons Learned (ORLL):

(a) Observation: The scope and format of the ORLL are not compatible with optimum reporting of the activities of this headquarters.

(b) Evaluation: Headquarters, USARHAW is a major Army headquarters engaged in general and special staff activities. Training conducted at this command is in strict accordance with directives from Headquarters, USARPAC and appropriate Army Training Programs, and are not conducive to reporting under Section 2 of the ORLL. Evaluation of this training can most effectively be accomplished in geographical areas conducting combat or stability operations. It is believed that historical summary is a more appropriate document from this headquarters.

(c) Recommendation: This headquarters be relieved of the requirement to submit Section II of the ORLL or be permitted to re-establish the Quarterly Historical Report.

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for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

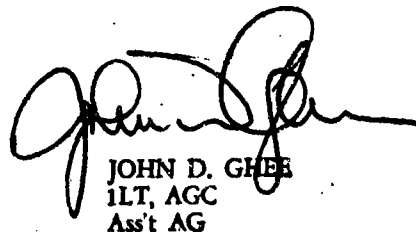
(2) Suspense Date for the ORLL:

(a) Observation. The short suspense date for submission of the ORLL is unrealistic.

(b) Evaluation. The preparing organization is allowed 15 days to finalize and submit its ORLL. In major headquarters the staff sections must prepare feeder reports after the end of the reporting period. These feeders must then be rearranged into topical narrative format, edited, and re-typed in final form. To accomplish these functions and produce a meaningful finished product requires more than the 15 days allowed. Attempts to meet the prescribed suspense date may result in omission of important data or inclusion of extraneous or inaccurate information due to haste. AR 525-15 imposes no suspenses on commanders indorsing the ORLL. It appears, therefore, that the date of receipt by ACSFOR is not crucial.

(c) Recommendation. That the suspense date for submission of the ORLL be extended for preparing organizations to a minimum of 30 days.

FOR THE COMMANDER:



JOHN D. GHEE  
1LT, AGC  
Ass't AG

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GPOF-DT (1 Jul 68) 1st Ind

SUBJECT: Operational Report of HQ, U. S. Army, Hawaii, for Period  
Ending 30 April 1968. RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 20 JUL 1968

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. This headquarters has evaluated subject report and concurs therein  
subject to the comments in subsequent paragraphs.

2. Reference paragraph 1e, Budget and Funding. The data contained in  
the report were current at the time the USARHAW Command Operating  
Budget (COB) was submitted to Headquarters USARPAC on 29 February 1968.  
In the development of the USARPAC COB for submission to DA on 15 April  
1968, the following updating of the USARHAW COB was effected:

a. Unfinanced requirements of \$4,221,000:

(1) Programmed within theater dollar guidance provided by DA  
Program and Budget dollar guidance:

(a) Pri 1 BP 2400 MAP/OMA Realignment - MACV	\$ 35,000
(b) Pri 4 BP 2300 Renovation of Ammunition	93,000
(c) Pri 5 BP 2300 Calib Service - Navy MIPR	36,000
(d) Pri 6 BP 2300 In-House Calibration Support	25,000
(e) Pri 7 BP 2500 Supplies and Equip - USARHAW	37,000
(f) Pri 8 BP 2000 Spt of Army Dependent Youth Activities	90,000

(2) Recognized and submitted to DA in the theater COB:

(a) Pri 2 BP 2100 MAP/OMA Realignment - COMUSMACVTHAI	988,000
(b) Pri 3 BP 2100 MAP/OMA Realignment - DEPCJUSMACVTHAI	1,088,000
(c) Pri 9 BP 2000 Reduction in Essential Maint Backlog (HAW submitted \$1,829,000)	535,000

GPOP-DT (1 Jul 68) 1st Ind

20 JUL 1968

SUBJECT: Operational Report of HQ, U. S. Army, Hawaii, for Period  
Ending 30 April 1968. RCS CSFOR-65 (R1)

b. USARHAW COB for FEMA submitted items (1) and (2) which were included in theater COB to DA. Headquarters USARPAC added item (3).

(1) Replacement of Movable Equipment	197,000
(2) Reduction of Essential Maintenance Backlog	463,000
(3) Weatherproof 76 units at Schofield Barracks	74,000

3. Reference paragraph 2a, Personnel. Detailed requisition information on current and projected MOS shortages in USARPAC PREUSARNUCV units was forwarded to DA (ATTN: OPS-OCRE) by Secret letter, this headquarters, GPOP-OP, Subject: Letter of Transmittal (U), dated 15 May 1968.

4. Reference paragraphs 2g(1) (a) (b) (c): Nonconcur. AR 525-15 and USARPAC Reg 525-15 are considered to be appropriately applicable to Headquarters, USARHAW. Since this is the first report submitted under AR 525-15, some degree of misinterpretation developed. These problems have been solved by subsequent consultation with representatives of the preparing office.

5. Reference paragraph 2g(2) (c): Nonconcur. An informal DA survey, correlating the submission dates of various ORILL with their content indicates that, in general, those units which submit excellent reports are submitting them within the prescribed 15 day suspense period. It is apparent that organizations which collect data throughout the reporting period, and simply collate the data at the end of the period, are producing the best reports and are having the least difficulty in meeting the suspense date imposed by AR 525-15.

FOR THE COMMANDER IN CHIEF:



C.L. SHORTT  
CPT, AGC  
Ass't

Cy furn:  
CG USARHAW



## DOCUMENT CONTROL DATA - R &amp; D

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13. ABSTRACT			

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The following items are recommended for inclusion in the Lessons Learned Index:

ITEM 1

\* SUBJECT TITLE \_\_\_\_\_

\*\* FOR OT RD # \_\_\_\_\_

\*\*\*PAGE # \_\_\_\_\_

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ITEM 5

SUBJECT TITLE \_\_\_\_\_

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\* Subject Title: A short (one sentence or phrase) description of the item of interest.

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